



REPLY TO  
ATTENTION OF

**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY**  
**FINANCIAL MANAGEMENT AND COMPTROLLER**  
**109 ARMY PENTAGON**  
**WASHINGTON DC 20310-0109**

NOV 28 2007

SAFM-ZA

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (PERSONNEL & READINESS)

SUBJECT: Implementation and Cascading of the President's Management Agenda (PMA)

Attached please find the Army's first quarter, FY 2008, President's Management Agenda report. It is submitted for your review and incorporation into the DoD report.

Per guidance from OSD, this report does not include a section on Improved Financial Management. This portion of the report is now submitted under Financial Improvement and Audit Readiness on the OSD website.

Should you have any questions, please contact Mr. Marc Meador: (703) 692-7401 or marc.meador@hqda.army.mil.

Peter E. Kunkel  
Principal Deputy Assistant Secretary of the Army  
(Financial Management and Comptroller)

Enclosures

CF:

Secretary of the Army  
Chief of Staff, Army  
Under Secretary of the Army  
Vice Chief of Staff, Army  
Assistant Secretary of the Army (Acquisition, Logistics, and Technology)  
Assistant Secretary of the Army (Civil Works)  
Assistant Secretary of the Army (Installations and Environment)  
Assistant Secretary of the Army (Manpower and Reserve Affairs)  
General Counsel  
Administrative Assistant to the Secretary of the Army  
Chief Information Officer  
The Inspector General  
The Auditor General  
Deputy Under Secretary of the Army  
Deputy Under Secretary of the Army (Operations Research)  
Chief of Legislative Liaison

# Department of the Army

## PMA Scorecard Cascade

1st QTR FY 2008

### Strategic Management of Human Capital

7. Aggressive hiring timeline goals are met. To be green in status, DoD must have made significant progress and demonstrated continued improvement toward meeting agreed-upon aggressive hiring timeline goals.

| DoD Actions to Support   | Service/Agency Goals   | Service/Agency Plans to Support  | Status of Service/Agency Efforts  |
|--|--|--|---|
| <p>DoD has established a benchmark for tracking progress in achieving this Goal, and has developed the following performance measures:</p> <p>SES Model: 45 Days<br/>Green: 45 days or less<br/>Yellow: 45-60 days<br/>Red: 61 days or more</p> <p>45-Day Model (Non-SES)<br/>Green: 45 days or less<br/>Yellow: 45-60 days<br/>Red: 61 days or more</p> <p>DATA FOR EACH CATEGORY MUST BE REPORTED IN THE FOLLOWING FORMAT:</p> <p><b>TOTAL NUMBER OF DAYS / TOTAL NUMBER OF ACTIONS = AVERAGE DAYS</b></p> | <p>Design and implement appropriate human capital policies and programs to manage current and future SES corps.</p> <p>Maintain system to monitor and track fill time for all Army SES and non-SES positions</p> | <p>Incorporate new DOD human capital hiring objectives into revised Army Human Capital Strategic Plan to focus actions on optimizing SES position fill time.</p> <p>Add SES position fills into Army Civilian Productivity System (CIVPRO) in FY 07.</p> | <p><b>1st Quarter.</b><br/>SES fill time decreased by 14% from FY07 4Q</p> <p>Army is making concerted efforts to decrease SES fill time. However, centralized management of limited SES allocations by the SECARMY during a time of war necessitates careful placement decisions which will continue to impact fill time. Also, during the past two quarters, the moratorium on Army SES hires, imposed due to the transition to a new Secretary of the Army, significantly delayed OPM Qualification Review Board review of Army hiring requests.</p> <p><b>SES</b><br/>Total Number of Days: 674 days<br/>Total number of Actions: 6<br/>Average Days: 96 days<br/><b>Mission Critical Occupations (MCOs)</b><br/>SES did not fill any MCO positions</p> <p><b>Non-SES</b><br/>Total Number of Days: 327,045 days<br/>Total number of Actions: 10,993<br/>Average Days: 29.75 days</p> <p><b>Mission Critical Occupations Civil Engineers</b><br/>Total Number of Days: 6,334<br/>Total number of Actions: 166<br/>Average Days: 38.16</p> |

|  |  |  |  |
|--|--|--|--|
|  |  |  | <b>Pharmacists</b><br>Total Number of Days: 413<br>Total number of Actions: 15<br>Average Days: 27.53<br><br><b>Budget Analysts</b><br>Total Number of Days: 6,104<br>Total number of Actions: 234<br>Average Days: 26.09<br><b>Accountants</b><br>Total Number of Days: 1,372<br>Total number of Actions: 43<br>Average Days: 31.91<br><br><b>Use of Hiring Flexibility (Category Rating)</b><br>0 Hiring actions using category rating |
|--|--|--|--|

**Department of the Army**  
**PMA Scorecard Cascade**  
**1Q FY 2008**  
**Competitive Sourcing**

**1. Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729.**

| <b>DoD Actions to Support</b>   | <b>Service/Agency Goals</b>  | <b>Service/Agency Plans to Support</b>  | <b>Status of Service/Agency Efforts</b>   |
|---|--|---|---|
| Incorporate "Green" plan criteria in POM 05 in accordance with Program Budget Decision No. 729. | Review POM FY05. Formed Office of Secretary of Defense (OSD) Integrated Process Team (IPT) to implement revised Office of Management and Budget (OMB) Circular A-76. | The Army's PMA competitive sourcing goal is 77K. The Army has competed 37K positions and has requested credit for 15K non-A76 positions leaving a balance of 24K positions to be competed by the end of FY13. | Under the latest PMA, the Army is coded yellow for status and yellow for progress. Army projects approximately 1,500 positions to be competed in FY08. Coming into this quarter, the Army has 2,759 positions at 22 locations under competition. Two competitions totaling 72 positions were announced in the 1 <sup>st</sup> Quarter, FY07. During the late 4 <sup>th</sup> Quarter, FY07, AMC announced 116 positions at Sierra Army Depot and IMCOM announced the following competitions: Fort Leonard Wood logistics functions (305 positions); Fort Carson plans, training, mobilization, and security functions (121 positions); Fort A.P. Hill public works and logistics functions (78 positions); Fort Benning range operations functions (107 positions); and Fort Jackson logistics and public works functions (308 positions). In 1 <sup>st</sup> Qtr, FY08, Fort Huachuca's adjutant general most efficient organization was designated as a high performing organization by OSD. In accordance with SECARMY guidance, we are working to gain acceptance with OSD for including the successes from the Army's other programs which have had a positive impact on reducing structure and improving efficiency, including Joint Basing, Global Defense Posture Review, Mil-Civ conversions, Residential Communities Initiative, Base Realignment and Closure, and utilities privatization. To date, 1,143 Army personnel have attended the Defense Acquisition University competitive sourcing training courses. |

# Department of the Army

## PMA Scorecard

### 1Q08 -- Performance Improvement Initiative

| 2Q07 | 3Q07 | 4Q07 | Proj 1Q08 |
|------|------|------|-----------|
|------|------|------|-----------|

|                       |                       |                       |                       |  |
|-----------------------|-----------------------|-----------------------|-----------------------|--|
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Senior managers meet at least quarterly to examine reports that integrate financial and performance measure information.   |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Strategic plans contain a limited number of outcome-oriented goals and objectives. Annual budget and performance documents incorporate measures identified in the PART.          |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Reports the full cost of achieving performance goals accurately in budget and performance documents and can accurately estimate the marginal cost of changing performance goals. |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Each evaluated Program Assessment Rating Tool (PART) have at least one efficiency measure.   |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Use PART evaluations to direct program improvements.   |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | Less than 10% of agency programs receive a Results Not Demonstrated rating for two years in a row.   |

Department of the Army  
PMA Scorecard Cascade  
1<sup>st</sup> Q FY 2008  
eGOV

**1. OMB Criteria For Green -- All major systems investments have an acceptable business case (security, measures of success linked to the modernization blueprint, program management, risk management, and cost, schedule, and performance goal.**

| DoD Actions to Support      | Service/Agency Goals  | Service/Agency Plans to Support  | Status of Service/Agency Efforts  |
|-----------------------------|---|--|---|
| Submit Exhibit 300s to OMB. | All major IT investments submit 300s; 100% of 300s receive a score of 4 or higher from OMB. | The Army submitted 16 Exhibit 300 reports to OSD-NII and OMB for the FY09 Budget Estimate Submission in September 2007. OSD-NII evaluated the Army reports before forwarding to OMB. | There are no Army Exhibit 300 reports on the OMB watch list for FY08 with all the major IT investments achieving the scoring goals. OSD submitted the Army's 16 FY09 Exhibit 300 reports to OMB in September. OSD reviewed the reports before forwarding to OMB and provided suggestions for improvements. The Army Program Managers addressed all of the recommendations and updated the reports. OSD approved all 16 Army Exhibit 300s as surpassing the entire OMB criterion. The final OMB assessment of the FY09 Exhibit 300s will be part of the FY09 Budget Pass Back in December. |

**2. OMB Criteria For Green -- For the Agency portfolio of major IT projects, cost and schedule overruns average less than 10% and performance shortfalls average less than 10%.**

| DoD Actions to Support  | Service/Agency Goals   | Service/Agency Plans to Support  | Status of Service/Agency Efforts     |
|---|--|--|--------------------------------------|
| Track major IT projects (i.e., MAIS) against Earned Value Management (EVM) baselines. | All major IT projects in development will follow the Department's policy regarding use of EVM. The average cost and schedule variances for the portfolio will be less than 10% | 100% of Service/agency major IT projects in development collect EVM data in accordance with DOD policy. The average cost and schedule variances for the portfolio are less than 10%. | NOT CASCADED – DO NOT PROVIDE REPORT |

**3. OMB Criteria For Green -- 100% of operational major IT systems are properly secured (certified, accredited, or other authorized), including mission critical systems.**

| DoD Actions to Support   | Service/Agency Goals   | Service/Agency Plans to Support   | Status of Service/Agency Efforts   |
|--|--|---|--|
| Manage, coordinate, and provide oversight for providing system information and security status in the DITPR & IT Registry. | 100% of operational systems are properly secured and registered in the DITPR or IT Registry. | Army CIO/G-6 has a plan to maintain compliance at better than 90%. This plan provided guidance and a schedule to Army Major Commands and Staff Elements to maintain their System Certification and Accreditation rates at greater than 90% during FY07. | As of 18 October 2007, the Army's IT systems were documented in the Army Portfolio Management Solution (APMS) as having 93.1% accreditation rate. This included 85.6% Authority to Operate (ATOs) and 7.5% Interim Authority to Operate (IATOs). The Office of Information Assurance and Compliance (OIA&C) is implementing an integrated system to manage Plans of Action and Milestones (POA&Ms) for Army IT systems with security deficiencies. As of 18 October 2007, OIA&C had collected and analyzed more than 350 Plans of Actions and Milestones (POA&Ms) for compliance with the Federal Information Security Management Act (FISMA) and for Certification and Accreditation (C&A). The analysis of the POA&Ms across the Army Enterprise is being incorporated into the FY07 FISMA Report. |

**4. OMB Criteria For Green -- Agency contributes to, and participates in E-Gov initiatives rather than creating redundant, or agency unique, IT projects.**

| DoD Actions to Support   | Service/Agency Goals  | Service/Agency Plans to Support  | Status of Service/Agency Efforts  |
|--|---|--|---|
| No IT investments redundant with E-Gov initiatives or Lines of Business (LoB). | No IT investment redundant with E-Gov initiatives or LoB; and Component has identified the E-Gov Initiative/LoB/SmartBUY initiatives with alignment possibilities and are working with the DOD E-Gov Leads for each of those initiatives. | Army will continue to participate in E-Gov activities and align to FY05 E-Gov Implementation Plan. | The Army is actively engaged in 13 E-Gov activities and SmartBUY Enterprise Software Initiatives (ESI). The E-Gov activities are as follows: E-Travel – Defense Travel System (DTS); E-Clearance – Joint Personnel Adjudication System; E-Payroll – Civilian Personnel Management Services & Defense Finance Accounting Service; E-Record – Army Records Information Management System (ARIMS); Recreation One-Stop – National Recreation Reservation Service (NRRS)-Corps of Engineers; Grants.gov – United States Army Medical Research Acquisition Activity & Army Materiel Command; Geospatial One-Stop – Corps of Engineers; Disaster Management – Corps of Engineers; Business Gateway – Corps of Engineers; Enterprise Human Resource Integration – Civilian Personnel Management Services; E-Authentication – Protect Information-Public Key Infrastructure; Integrated Acquisition Environment – Acquisition Information Management; and Recruitment One-Stop – USAJOBS. |



**5. OMB Criteria For Green -- 100% of Agency's discretionary grant application packages are posted on Grants.gov, including all discretionary grant programs using only the SF-424 family of forms.**

| DoD Actions to Support  | Service/Agency Goals                                       | Service/Agency Plans to Support  | Status of Service/Agency Efforts   |
|---|--|--|--|
| 5a. Post discretionary grant program application packages on Grants.gov Find and Apply website, including all discretionary grant programs using only the SF-424 family of forms. | Post all grant opportunities on Grants.gov Find and Apply. | Army will continue to post all grant opportunities on Grants.gov Find and Apply. | As of the 18 October 2007 the Army has posted twenty-nine announcements on Grants.gov FIND and APPLY. Army is currently at 100%. |

**6. OMB Criteria For Green – 90% or greater of applicable systems have Privacy Impact Assessments.**

|  |   |  |  |
|--|---|--|--|
| 6a. Ensure assessments guidance is provided for DOD IT initiatives hosting personal information. | Complete PIA's in accordance with the DOD CIO 28 Oct 05 Memorandum, DOD Privacy Impact Assessment Guidance. Submit PIA's to OMB and DOD CIO. Post PIA on Component's website. | Army has established an authoritative and centralized data management registry- Army Portfolio Management Solution (APMS). | As of 18 October 2007, the Army's new baseline for the total number of systems that have identifiable information as reported in the DOD IT Portfolio Repository (DITPR) is 41. Of those, nine systems have completed assessments posted on the Army public website, for a compliance rate of 22%. |
|--|---|--|--|

**7. OMB Criteria For Green – DOD has an Enterprise Architecture with a score of 4 in both the “Completion” section and 3 in both the “Use” and “Results” sections of the OMB EA Assessment Framework v2.0**

| <b>DoD Actions to Support</b>  | <b>Service/Agency Goals</b>   | <b>Service/Agency Plans to Support</b>  | <b>Status of Service/Agency Efforts</b>  |
|--|---|---|--|
| 7a. Guide the development and publishing of a DOD EA Transition Strategy on the Core.gov Website under the DOD Enterprise Architecture (EA) Community. | NLT September 30, 2006, DOD Components responsible for producing Information Technology (IT) initiatives for which the Department submits an A-11, Exhibit 300 to OMB and two programs of interest, the Transformational Communications Satellite and GIG Bandwidth Expansion, programs are required to post their transition strategy that conforms to the OMB EA Assessment Framework Guidance v2.0, Appendix B, guideline for producing transition strategies at the Core.gov website, under the DOD EA Community. | Army will gather, review, align, consolidate and provide feedback on transition strategies across impacted Army programs. Consolidated Army transition strategies will be posted on Core.gov.   | Army transition strategies for the following programs have been posted on CORE.GOV as well as a consolidated discussion of Army program progress and net-centric timeline analysis. Those programs are : Advanced Field Artillery Tactical Data System (AFATDS); Defense Message System-Army (DMS-A); Distributed Learning System (DLS); Forward Area Air Defense Command & Command (FAADC2); Force XXI Battle Command Brigade and Below (FBCB2); General Fund Enterprise Business System (GFEBS); Global Combat Support System-Army (GCSS-A); Global Command and Control System-Army (GCCS-A); GuardNet; Installation Information Infrastructure Management Program (I3MP); Joint Land Component Constructive Training Capability (JLCC-TC); Logistics Management Program (LMP); Maneuver Control System (MCS); Mounted Battle Command on the Move (MBCOTM); Pentagon Renovation Information Management and Telecommunications (PENREN); Transportation Coordinators Automated Information Management System (TC-AIMS II); and Warfighter Information Network-Tactical (WIN-T). Future Combat Systems Advanced Collaboration Environment (FCS ACE) chose not to submit a transition strategy as it is both contractor-owned and operated, and has no interconnections with either DoD or Army systems. Army has completed a set of domain transformation plans and has initiated three additional activities related to enhancing its overall transition planning: an effort to map architectures to the Army Strategy, a net-centric data strategy migration plan and a Service Oriented Architecture (SOA) strategic plan. Products from these activities are currently in draft form and will reach completion stage in FY08. Furthermore, the Army is participating in DOD efforts to update its guidance and templates for evolution of its transition strategy, which will also reach completion in FY08. |
| 7b. Guide the linking of segment architectures to the DOD EA Reference Model   | By December 31, 2006, DOD Components in support of and under the cognizance of DOD Mission Area Managers will link Segment Architectures for Warfighting, Business, Intelligence, and Enterprise  | Once DOD Architecture Repository System (DARS) capability and linkage process is in place, Army CIO/G-6 will participate in a proof-of-concept (POC) effort to link a segment architecture to the DOD EA Reference Models. Based on the | Army continues to participate in the efforts of the DOD Federated Joint Architecture Working Group and DOD Enterprise Architecture Congruence Community of Practice to develop the process for linking segment architectures to DOD EA Reference Models. Army has developed a segment architecture process, a set of templates for use with segment architecture and reference model linkage, and has identified specific goals in the CIO's 500   |

|  |   |   |  |
|--|---|---|--|
|  | <p>Information Environment Mission Areas to the DOD EA reference model published at the Core.gov Website under the DOD EA Community</p> | <p>results of this POC and the availability of the DOD federated architecture repositories, Army will develop a tasking to instruct Army programs to utilize the federated repository and reference model linkage capabilities.</p> | <p>Day plan related to the development of segment architectures. Army has completed the first phase of a reference architecture proof-of-concept and will complete the second phase in FY08. Army is participating in a DOD-Wide architecture federation pilot that will test implementation of the DOD Architecture Federation Strategy and enables the linking of segment architecture with a set of solution architectures across the Department. The results of this pilot will be used to develop guidance on how Army architectures will be federated in a manner consistent with the DOD Enterprise Architecture Federation strategy.</p> |
|--|---|---|--|

**7. OMB Criteria For Green – DOD has an Enterprise Architecture with a score of 4 in both the “Completion” section and 3 in both the “Use” and “Results” sections of the OMB EA Assessment Framework v2.0 - Continue**

| <b>DoD Actions to Support</b>   | <b>Service/Agency Goals</b>  | <b>Service/Agency Plans to Support</b>   | <b>Status of Service/Agency Efforts</b>  |
|---|--|--|--|
| 7c. Guide the posting of Net-centric strategies at the Core.gov Website under DOD Enterprise Architecture Community.  | NLT December 31, 2006, DOD Components in support of and under the cognizance of the appropriate Mission Area Manager complete the seven “key transforming strategies” for Global Information Grid (GIG) Enterprise Services Strategy, Information Assurance Strategy, Spectrum Management Strategy, Networking Strategy, Computing Strategy, Data and NetOps Strategy.         | Army will continue to participate in the development and review of additional net-centric strategies and plan for their implementation.      | Army participated in development and review of the initial two DOD Net-Centric strategies, as well as a plan for Army implementations of the net-centric data strategy and corresponding revisions to applicable Army regulations. Revisions have been submitted to Army AR 25-1 to reflect evolving Net-Centric strategies as well as their impact on Army Enterprise Architecture activities. Army is also providing active feedback on the incorporation of the net-centric strategies in DOD policy and in the Net-Centric Operations and Warfare Reference Model (NCOWRM). Several policies that embody net-centric concepts in support of the Global Information Grid (GIG) are now under formal review across DOD, and the Army is actively participating in the adjudication phase of that review. |
| 7d. Guide the update and posting of the GIG Architecture target SOA at the Core.gov Website under the DOD Enterprise Architecture Community to reflect a high level description of the Service-Oriented Architecture (SOA) presented in DODAF parlance for architecting services in an SOA. | NLT December 31, 2006, DOD Components in collaboration with industry Association for Enterprise Integration (AFEI) and DOD EAC CoP will develop and post a white paper describing the GIG v3.0 target architecture and how that target architecture is expected to enable and transform the achievement of the Quadrennial Defense Review (QDR) mission, goals and strategies. | Army will continue to participate in and support evolution of the GIG architecture and Department of Defense Architecture Framework (DODAF). | Army continues to participate in the DOD EAC Community of Practice (CoP) as well as the Net-Centric Operations and Warfare Reference Model Working Group and GIG Enterprise Wide Systems Engineering Activity that are evolving the GIG Architecture. Army CIO/G-6 has also participated in the DODAF Workshops to evolve the DODAF to better reflect and support Service-Oriented Architecture (SOA) principles in the existing artifact types. Furthermore, the Army is actively participating in DOD-wide efforts to establish the federated architecture and infrastructure for enabling a SOA across DOD.   |

**7. OMB Criteria For Green – DOD has an Enterprise Architecture with a score of 4 in both the “Completion” section and 3 in both the “Use” and “Results” sections of the OMB EA Assessment Framework v2.0 - Continue**

| DoD Actions to Support  | Service/Agency Goals  | Service/Agency Plans to Support  | Status of Service/Agency Efforts   |
|---|---|--|--|
| <p>7e. Guide the development and posting of white papers describing the Net-Centric ecosystems, As-is and To-be environments, sequencing plans, gap analysis.</p> | <p>NLT Oct 31, 2006, DOD Components in collaboration with DOD EAC CoP will review and post concurrence/non concurrence on Core.gov as necessary regarding the following white papers; 1) Introduction; 2) Current State; 3) SOA white paper by OASIS, 4) Governance, 5) Transitions; 6) GAP Analysis.</p> <p>Note: These white papers are located on Core.gov, under DOD Enterprise Architecture, under the Deliverables, Task 1, Transition Strategy, White Papers, Section 1-6 folders. Post concurrence/non concurrence under each section folder.</p> | <p>Army will continue to support the DOD EAC CoP and its strategic planning and implementation activities.</p> | <p>Army reviewed and commented on the 6 white papers as part of transition strategy development. Army continues to participate in the DOD EAC CoP and its strategic planning and implementation activities. Army is participating in a pilot with the Office of the Secretary of Defense Network and Information Integration (OSD-NII), the Navy, Marine Corps and Air Force as part of the DOD Enterprise Architecture Congruence Community of Practice (EACCoP) to provide linkage between architectural, programmatic and systems knowledge bases in order to support capability and IT portfolio planning, gap analyses, roadmaps and sequencing plans. Army CIO/G-6 participated in a review of a GIG Capstone that reflects key elements of the DOD To-Be architecture, and is leveraging this to help plan Army LandWarNet capability roadmaps and transition strategies.</p> |